

Washington Management Service (WMS)

Position Description

For assistance completing this form, contact your WMS Coordinator.

Position Information		
Position Title: Senior Project Manager – PMO Process Lead	Position Number/Object Abbreviation: 71077433	
Incumbent's Name (If filled position): VACANT	Agency/Division/Unit: DOH/OS/OIT/PMO	
Address Where Position Is Located: TC1, 111 Israel Road SE, Tumwater, WA 98501	Work Schedule: Part Time <input type="checkbox"/> Full Time <input checked="" type="checkbox"/>	Overtime Eligible: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Supervisor's Name and Title: Brian Mannion – Project Management Office Manager	Supervisor's Phone:	
Organizational Structure		
Summarize the functions of the position's division/unit and how this position fits into the agency structure (attach an organizational chart).		
<p>Located within the Office of Innovation and Technology (OIT), the department's Project Management Office (PMO) is responsible for developing project management strategies across DOH and providing project management services to achieve the agency's strategic priorities. This portfolio of work regularly includes precedent-setting, agency-wide projects in support of DOH's mission.</p> <p>The Senior Project Manager – PMO Process Lead will play a leadership role in this work by developing and maintaining the PMO's approach to project portfolio management, resource management, and DOH's project management standards/guidelines/governance.</p> <p>Additionally, this position will join other Senior Project Managers in managing major projects, supervising line staff within the PMO, and procuring and managing contract resources as approved by DOH.</p> <p>This position reports to the Manager of the PMO. <i>See attached organizational chart.</i></p>		
Position Objective		
Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization.		
<p>Senior Project Manager – PMO Process Lead's main purpose is to develop an effective, standard project management approach within DOH, and to successfully projects to successful completion.</p> <p>The Senior Project Manager – PMO Process Lead achieves this objective by completing the following scope of duties.</p> <ul style="list-style-type: none"> Develop and maintain the PMO's approach to project portfolio management, resource management, and DOH's project management standards/guidelines/governance. Hire, manage and develop PMO line staff. Procure and manage contract resources. Manage highly complex and urgent projects. Provide expert partnership, advice, and consultation to senior/executive leaders both inside and outside of DOH across the state. Independently develop innovative and highly effective strategies to align project management methodologies with agency goals and business decisions. Lead and maintain on-going consultative and supportive partnership with agency leaders, staff, divisions, project teams, programs, as well as external agency partners and stakeholders. Build project management culture and framework within DOH while embedding the mission, vision, and values of DOH into all PMO activities. 		

- Acts as a the lead subject matter expert regarding project management strategies, disciplines, and tactics in alignment with PMO direction; provides consultation and technical assistance, coaching, and mentoring to DOH leadership and staff, and consults with internal and external stakeholders and contractors to ensure successful completion of projects.

When successful, the outcomes of completing this scope of work are a consistent and effective approach to project management, increased project management maturity, increased employee skill and effectiveness, and ultimately successful projects across DOH.

Assigned Work Activities (Duties and Tasks)

Describe the duties and tasks, and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists. For more guidance, see [Essential Functions Guide](#).

This position has exclusive responsibility to plan, direct, document, report and monitor all aspects assigned projects and help to develop and model agency-wide project management strategies with the PMO Manager to achieve business objectives, goals and outcomes for customers. This can involve full responsibility for Schedule, Deliverables, Resourcing, Scope, Quality Management, Reporting, Risk, Communications and Stakeholder Engagement strategy for each project.

Responsibilities include:

Develop and maintain standard PMO's tools, processes and methodologies.

Core responsibilities include:

- Analyze and interpret industry best practices
- Analyze existing tools, processes and methodologies in place across DOH and recommend strategies to harmonize practices.
- Analyze existing project management maturity levels across DOH and develop strategies to increase agency-wide project management maturity.
- Based on above analysis, develop standard approach to project portfolio management, resource management, and DOH's project management standards/guidelines/governance.
- Consult with appropriate agency stakeholders, including Senior Project Managers and executive leaders, to ensure buy-in and adoption of this work.

Hire, supervise and develop PMO line staff

Core responsibilities include:

- All activities related to recruiting and hiring DOH line staff, including mid-level Project Managers and Project Coordinators.
- Supervising DOH line staff, ensuring all required on-boarding, training, accountability and performance management is provided.
- Ensuring appropriate work assignments/work loads in matrixed, project environment.
- Supporting employee growth and development

Executive-level consultation and partnership executive sponsors and key project stakeholders who may be senior DOH executives and/or senior executives from other state agencies/external organizations.

Core responsibilities include:

- Building trusted relationships.
- Executive-level consultation and advice on PM-related matters such as communication, risk, change management and project leadership.

Leads the planning and implementation of complex projects that involve internal and external stakeholders.

Core responsibilities include:

- Engage internal and external stakeholders to ensure project is defined, authorized, funded, and properly prioritized within the agency's portfolio of projects. Work with project team, executive sponsor and stakeholders to develop detailed project management plans; gain approval from the executive sponsor and other key decision makers
- Lead and facilitate project teams conducting the work. This includes managing project plans, project budgets, resources including vendors, project communications (internal and external), organizational change management, risk and issue management, and administering the project meeting and reporting functions as necessary.
- Closely monitor and manage projects to ensure they remains on time and on budget, risks are properly mitigated,



issues are resolved effectively, and changes are conducted according the appropriate project change management methods.

- Responsible for all activities related to officially closing projects and reporting final results to internal and external partners, decision-makers and stakeholders.
- Provide expert advice and consultation to internal and external organizations.

Project reporting and stakeholder management

Core responsibilities include:

- Consistently monitoring and reporting on progress of projects to internal and external stakeholders, including executives, other agencies, public officials and others affected by projects;
- Preparing written and verbal updates on project progress, risks, issues and solutions;
- Ensuring all stakeholders are appropriately involved, engaged, and aligned throughout the project life cycle.

Project Management training and education

Core responsibilities include:

- Providing training and educational opportunities to increase the project management capacity of agency staff.

Other

Other duties and projects as assigned.

Accountability – Scope of Control and Influence

Provide examples of the resources and/or policies that are controlled and influenced.

- Develops and maintains agency-wide project management standards and processes
- Manages projects with multi-million program impacts on services to DOH clients, stakeholders, and other partners.
- Exercises independent judgment and authority in project situations, and within the agency PMO.
- Assigns direction and manages tasks for extremely complex, statewide, cross-divisional projects.
- Supervises projects impacting the following area(s): personnel administration, legislative relations, public information, innovation, system and data transformation, the preparation and administration of budgets, and agency-wide project management maturity.
- Is responsible for resource allocation and hiring recommendations to projects that include DOH, other state agencies and, potentially, contractors/vendors. Is responsible for management and development of complicated projects, including building RFPs, RFQs, RFQQs, etc., as necessary. Responsible for new initiatives and innovations requiring broad stakeholder participation with critical delivery dates impacting potential efficiencies and/or grant funding.
- Direct supervision of DOH project management staff, and management of PM-related contracts.

Describe the scope of accountability.

- Accountable for statewide policy and practice related to project management for DOH.
- Provides project management and business process expertise to the agency and other personnel based upon knowledge of state regulations, industry best practices, policies and procedures.
- Manages projects recognizing the technological, legal, fiscal demands, and inter- and intra-agency political environments.
- The Senior PM is accountable for ensuring projects are completed within their scope, schedule, and budget and takes necessary steps to confirm with sponsors that all expectations were met.

Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).

- Failure to develop effective project management, policy, and practice directly affects the DOH's ability to effectively



innovate and accomplish its mission.

- Failure to meeting project objectives will result in failed/diminished delivery of priority project outcomes, and consequent impacts on the people of Washington State.
- Failure to meeting project objectives when externally funded (e.g. CDC funding) could result in loss/reduction of grant funding or public scrutiny of DOH's ability to complete or manage projects.
- This person is responsible for projects that involve/directly impact mission critical functions, processes and systems which could impact people across Washington State.

Financial Dimensions

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.

Operating budget controlled.

- Influences and/or controls budget for their assigned projects, staff and contracts, typically multi-million-dollar budgets.

Other financial influences/impacts.

- This position manages multi-million-dollar projects that directly impact DOH's \$1.2 billion biennial operating budget.
- This position has the ability to manage multi-million-dollar projects with agency wide coordination and multiple external stakeholder groups.
- This position makes recommendations to executive leadership on the financial feasibility, business impact assessment, cost estimates, and risk for potential projects.

Supervisory Responsibilities

Supervisory Position: Yes ☒ No ☐

If **yes**, list total full-time equivalents (FTE's) managed and highest position title.

Senior Project Managers may supervise up to 7 FTE, with the highest position title being Management Analyst 5 (MA5). They are also responsible for the work of project teams that are varied in numbers depending upon project assigned. Supervision responsibilities will depend on the complexity of project assignments.

Decision Making and Policy Impact

Explain the position's policy impact (applying, developing or determining how the agency will implement).

This position:

- Has a high degree of influence on business processes and recommendations used for agency-wide decision making, managing multi-million-dollar projects, with direct impact on DOH's organization and DOH relations with external stakeholders.
- Assigned projects may including changes to mission critical business processes and public health systems.
- Is responsible, in consultation with the PMO Manager and/or executive sponsor, for resourcing projects and management of vendor contract performance.
- Develops strategies, goals, and objectives to meet the operational needs of various programs throughout the agency.
- Impacts agency-wide decisions through management of projects tasked with assessing needs and opportunities that can be addressed through policy or resource changes and by identifying and communicating the need for improved alignment between administrative policy, budget, programmatic and process functions/structures.

Is the position responsible for making significant recommendations due to expertise or knowledge? If yes,



provide examples of the types of recommendations made and to whom.

The position is responsible for making significant recommendations due to expertise or knowledge. Examples include:

- Recommendations to the PMO Manager and Chief of Innovation regarding DOH's agency-wide project management processes, tools, standards and practices.
- Recommendations to the Chief of Innovation, Agency Leadership Team and Agency Executive Team, regarding major changes in scope and schedule for agency-critical projects.
- Recommendations to Chief of Innovation, Agency Leadership Team, Agency Executive Team, and managers at all levels, and other key staff to identify and resolve critical issues and mitigate identified risks regarding crucial agency and division projects.

Explain the major decision-making responsibilities this position has full authority to make.

The position has full authority to make decision regarding:

- Implementation of project management best practices for DOH.
- Project management design, strategy and implementation regarding critical agency-level projects affecting policy development, programmatic service delivery, and operational support.

Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?

This position is expected to make both tactical and strategic decision, and to do so in some areas unexplored at DOH.

Examples include:

- Strategic decision-making regarding agency-wide project portfolio management and project management.
- Frequent strategic decision-making in uncertain and unknown conditions about project delivery.
- Consultation with PMO staff and executive leaders to set project direction and strategy. Design and carry out the tactics required to execute the strategy.
- Sole responsibility for PMO business strategy, including governance development and implementation as well as agency business Project Management standards and approach.

What are the risks or consequences of the recommendations or decisions?

- Depending on the decision or recommendation, the consequences are significant. The use of the best decision-making model will mitigate the risks and consequences of the decision.
- Failure to monitor projects and risks effectively and not escalate issues to DOH Leadership or Project Sponsor in a timely matter may affect the project outcomes, scope, budget and/or timeline. Where changes are organizational in nature, the consequences could negatively affect retention of key staff within the agency.
- Failure to execute projects to stated expectations would jeopardize DOH's standing with the expectations and requirements of the state and federal authorizing environment.

Qualifications – Knowledge, Skills, and Abilities

List the education, experience, licenses, certifications, and competencies.

Required Education, Experience, and Competencies.

Preference may be given to candidates who have the following DESIRED education and experience:

- A Bachelor's Degree or higher and five (5) years of hands-on experience in managing projects in a wide range of subject areas (such as IT, facilities, service delivery, operational support, Government, or organizational change).

OR



- Nine (9) years of hands-on experience in managing projects in a wide range of subject areas (such as IT, facilities, service delivery, operational support, Government, or organizational change).

AND

- Project Management Body of Knowledge (PMBOK) certification or eligibility for certification.
- Experience managing and or setting up a project management office (PMO), including work establishing and implementing processes and standards.
- Organizational Change Management experience
- Ability to maintain high ethics and integrity.
- Commitment to quality, diversity, and public service values.
- Effective large-group facilitation skills.
- Experience working effectively in public health at the local, state, or federal level.
- Demonstrated ability to pursue collective objectives while taking the needs, obstacles, and objectives of others into account.

As well as the following competencies

- **Courage** – Stepping up to address difficult issues, saying what needs to be said.
- **Communicates Effectively** – Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- **Instills Trust** – Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- **Manages Complexity** – Making sense of complex, high quality, and sometimes contradictory information to effectively solve problems.
- **Collaborates** – Building partnership and working collaboratively with others to meet shared objectives.
- **Plans and Aligns** – Planning and prioritizing work to meet commitments aligned with organizational goals.
- **Drives Results** – Consistently achieving results, even under tough circumstances.
- **Action-Oriented** – Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

Preferred/Desired Education, Experience, and Competencies.

- Five years of progressive leadership positions supervising programs and staff.
- Experience managing complex project portfolios and developing standard project management processes, tools and practices at a large organization.
- Master's degree in business or health administration, public administration, business administration, organization development, or other related field
- Project Management Professional certification
- Certification(s) in change management, process improvements, or other related certifications in support of business and organizational performance or other business or systems related subject matters
- Proficient in all standard Microsoft Office tools (Word, Excel, PowerPoint, and Microsoft Project) and multiple project management portfolio and performance tools
- Ability to manage highly skilled professionals who will aid in the successful implementation and development of various projects

Project management knowledge, skills and ability to:

- Apply Project Management methodologies, tools and techniques to include developing, initiating, planning, executing, controlling and closing a project
- Facilitate large, diverse groups
- Plan, lead, organize and control work performed by Project Manager team members
- Identify, mitigate, and manage project risks

Excellent communication skills with the ability to:

- Interact effectively with others across a broad spectrum of managerial, administrative, and professional staff
- Write clearly and effectively



- Understand and communicate complex information

Leadership skills with the ability to:

- Help grow and maintain high performing organization
- Mentor staff in other areas of DOH to promote use of project management skills across the organization
- Think creatively
- Participate in group problem solving and decision making
- Network with internal and external stakeholders
- Work independently
- Organize and prioritize a wide range of responsibilities
- Develop timely action plans and status reports
- Knowledge of:
 - State and Agency Project Portfolio Management policies, standards and processes
 - DOH vision, mission, programs, and systems
 - Federal and state laws, rules and regulations
 - DOH administrative policy and procedures in the area of procurement
 - Washington state contracts training and certification
 - Washington state legislative, budget and authorizing environment

Special Requirements/Conditions of Employment

List special requirements or conditions of employment beyond the qualifications above.

Consistent with Procurement Reform Law ([RCW 39.26.110](#)), this position requires the completion of the following DES contracts training courses within 90 days of hire:

WA State Contract Management 101 & WA State Purchasing and Procurement Ethics

Working Conditions

Work Setting, including hazards:	Office Setting. This position works at a personal computer up to 90% of the workday in an open office environment with noise, distractions and interruptions. Required to be self-directed and manage multiple and often competing priorities. The incumbent must maintain a high level of confidentiality.
Schedule (i.e., hours and days):	<p>8:00 a.m. - 5:00 p.m. Monday through Friday</p> <p>The position is full-time with a regular working schedule of 40 hours per week. The incumbent may be required to work occasional evenings and weekends.</p> <p>The position requires a minimum of 40 hours per week at the Olympia office; however, a telework arrangement may be possible after demonstrated success in position. The core work hours are from 9:00 AM to 4:00 PM. Start and stop times outside of those hours may be flexible upon Supervisor approval. Occasionally the job may require evening and/or weekend work. In rare cases, travel may be required.</p>
Travel Requirements:	Occasional travel required for meeting with stakeholders, vendors, or offsite personnel/management. Minimal out-of-state travel is required.
Tools and Equipment:	<p>Computer databases, word processing applications, electronic mail applications, telephone, facsimile, and multifunction devices.</p> <p>Operate state-owned vehicles in accordance with Washington State laws and agency policies.</p>

Customer Relations:	Position communicates with internal and external customers in a professional manner, maintaining a good attitude in a dynamic environment. The incumbent will establish rapport and credibility internally with Executives, Senior Leadership, and Business Program Managers; externally with Subject Matter Experts at state and federal level groups for project requirements and reporting aspects.
Other:	The position must have the ability to participate in executive / management sessions, presentations, and meetings.
<p align="center">Acknowledgement of Position Description</p> <p>The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.</p>	
Date:	Supervisor's Signature (required):
Date:	Appointing Authority's Name and Title: Signature (required):
<p>As the incumbent in this position, I have received a copy of this position description.</p>	
Date:	Employee's Signature: